

Enhancing Employer Attractiveness: The Impact of COVID-19 on Generation Z

Susanne Böhlich, Clare Hindley and Marie-Christine Müller

IU International University of Applied Science, Bad Honnef, Germany

susanne.boehlich@iu.org

clare.hindley@iu.org

marie-christine.mueller@iubh-fernstudium.de

Abstract: This paper investigates how employer attractiveness has been affected by developments in the attitudes, values, and goals of Generation Z (born between 1995-2010) due to the COVID-19 pandemic. Research shows the challenging environment for employers who are increasingly facing a 'war for talent' and the need to focus on generational needs and expectations. Work concepts in many cases have been adapted to Generation Y, but a revision of strategies is needed for the newest generation on the labour market. The insurance industry has long struggled to attract young talent and along with retail, logistics, tourism, and banking has been ranked the lowest in employer attractiveness by Generation Z. This is corroborated by the fact that larger corporations are also often perceived as unattractive by young people. While many industries have struggled with the consequences and challenges of the pandemic, the insurance sector can be seen as having mastered the crisis comparatively well. This paper questions whether the relative job security offered by the insurance sector, can be increasingly influential in post pandemic job choices. Since Generation Z was already described as security-oriented before the pandemic, this is expected to have increased as a result of COVID-19 and be reflected in their career and employer choices. The perspectives of Generation Z and employers from the German insurance industry are compared through survey and interview data. The young cohort suspects a worsening of their situation particularly in job offerings and security. At the same time, the insurance industry positions itself well in exactly these areas. Furthermore, the aspirations and expectations of Generation Z towards the professional world coincide strongly with the offerings of insurers as employers. However, the respondents see the sector's image as a deterrent. Although this paper focuses on the insurance industry, strategic recommendations given on how the sector can position itself, are relevant for other sectors facing the challenge of attracting Generation Z employees.

Keywords: Generation Z, COVID-19, employer attractiveness, security perception, insurance sector

1. Introduction

We live in "[...] an age of chaos, an era that intensively, almost violently, rejects structure" (Cascio, 2020, para. 1). The coronavirus pandemic is a clear example of such a nonlinear and incomprehensible crisis (Cascio, 2020; ugm consulting, 2020) and it can be assumed that the continuous state of uncertainty created since the beginning of 2020, has significantly intensified the 'chaos', impacting society and economy alike (Ciesielski & Schutz, 2021). Above all, it is expected that especially young people are shaped by the pandemic, making this event the defining moment of their generation (McCrindle & Fell, 2020).

Past studies have already shown how crucial it is for companies to be aware of the specifics of each generation with the majority of work concepts being adapted to Generation Y. The need for employers to revise their strategies in approaching the newest generation on the labour market has become evident (Böhlich, 2017) as demographic changes contribute to a challenging environment for employers who are increasingly facing a 'war for talent' (Klaffke, 2014, p. 5). Especially for larger corporates, who have lost attractiveness for youth, this shortage of skilled workers has become a major challenge (Onaran, 2020). Generation Z (Gen Z), born between 1995 and 2010, is perceived as more likely to be affected by the coronavirus pandemic than any other generation due to their position between school and entering the job market (McCrindle & Fell, 2020). This paper analyses the impact of the pandemic on Gen Z and what this can mean for employer attractiveness. The analysis looks at the challenges facing employers and, with a focus on the German insurance industry, asks how the industry can reposition itself to appeal to Generation Z.

2. Literature Review

2.1 Generation Z

Prolific research on Gen Z consistently reveals a safety and planning focused outlook. So-called "helicopter parents," have shaped the young generation with the aim of protection from persistent insecurity (Böhlich, 2017; Scholz, 2018). This is accompanied by a demand for clear structures in terms of work (Scholz, 2014). McDonald's Deutschland LLC (2019) found that job security and job fulfillment are of much greater importance

to the young cohort than material aspects. Satisfaction is the most important factor, as well as a job that is enjoyable whilst surrounded by pleasant colleagues (Weitzel et al., 2020). In general, friendships and close relationships with other people are very important to Generation Z, followed by family and romantic relationships (Statista, 2020). For women in particular, the compatibility of family and career is a priority when choosing an employer, while compensation is of great importance for men. In addition, individual career and salary development opportunities are of interest (Ernst & Young, 2018,). For Generation Z, the purpose of the company is very important (McCrinkle & Fell, 2019). In addition, the modernity of the company, flat hierarchies, and collegial cooperation are among the aspects most valued (McDonald's Deutschland LLC, 2019). However, loyalty to employers is limited, with half of the cohort willing to change jobs within two to three years (Bittner & Kiell, 2019, Deloitte, 2020, Jayathilake et al, 2020). The company size, benefits including a company car or sabbatical arrangements, are of lower relevance to Gen Z (Ernst & Young, 2018; McDonald's Deutschland LLC, 2019). Furthermore, tradition, products and image, company brand appearance or working in a reputable industry are not considered important (Bittner & Kiell, 2019; Prund, 2021).

The COVID-19 pandemic hit Gen Z in the key years of their lives on the cusp of the working world. In this phase usually shaped by diverse social and personality-forming experiences such as studying, partying, travelling and other leisure time activities, Gen Z must, in the middle of a complex crisis, decide their future career (Dohmen 2021). In 2019, Gen Z reported the highest stress levels of all generations, with nearly one-third taking time off work due to stress or mental health issues (Deloitte, 2020). In a study by Deloitte (2020) in the first months of the pandemic, significant effects were already apparent. Mental health, wellbeing and resilience were strongly challenged, although a reduction in stress levels was indicated by Gen Z. Moreover, less physical activity, boredom and loneliness were significant (McCrinkle & Fell, 2020). These developments have led to expectations of Gen Z becoming an even more anxious generation (Deloitte, 2020; McCrinkle & Fell, 2020) whilst increasing financial savings, importance credited to family, off-screen activities and time spent outside in nature should not be disregarded (McCrinkle & Fell, 2020). The study also described Gen Z as having remained optimistic, believing in a better world after Covid and a desire to actively lead change (Deloitte, 2020). For this reason, Deloitte (2020) emphasised that it will be crucial to consider Gen Z in the New Normal, in both the social as well as professional context.

2.2 The German Insurance Industry Employer Attractiveness

The German insurance industry clearly faces significant challenges in attracting new professionals (AGV, 2020). In 2018, the age of employees including apprentices averaged 43.2 for women and 44.3 for men, with only 13% of the workforce younger than 30 (Wenig, 2019). The industry's conservative and outdated reputation and negative image are regarded as the major challenge when competing on the fierce labour market as the advantageous working conditions are often unknown to potential candidates (AGV, 2020, Mylius, 2018). This is also reflected by Ernst & Young (2018), where students ranked insurance as the second most unattractive industry. A study by YouGov (2021) and GDV (2003-2021) confirms that only 8% could imagine working in the industry, while 53% said they would not work in this sector at all. Moreover, 27% of the 18 to 24 age group associated a negative image with the industry.

3. Methodology

An exploratory study was chosen based on a critical review of the literature (summarized briefly above). Research leads to an expectation of a significant impact on Gen Z of the Covid pandemic including an increased need and demand for security and structure. This change in outlook and perspective can increase the attractiveness of the, often perceived as outdated and conservative, insurance industry for Gen Z.

A self-completed online questionnaire with a set of 20 questions was used to measure the perceptions of Gen Z. German Gen Z, the focus of the research, was defined as the study population and non-probability sampling based on accessibility was applied (Saunders et al., 2015). To ensure maximum sample size, the link to the online survey was distributed via social media as well as email. A total of 268 completed Gen Z responses were analysed in Microsoft Excel.

Complementing the survey strategy, seven interview partners consisting of three executives of German insurance companies, two industry associations and two experts with an overall expertise in the field under research were selected based on expertise and accessibility. The interview structure was developed based on the survey questions. All interviews were conducted virtually via *Microsoft Teams* in March 2021.

4. Research Findings

4.1 Gen Z Perspective

The respondents were 65% female, 34% male and 1% non-binary, aged between 12 and 26, with the average age 21.9. 7% were still at school, half had already gained a high school diploma (German: Abitur). Consequently, the majority were students (45%) or completing an apprenticeship (25%). Furthermore, 12% had completed their bachelor's and 6% their master's degree, resulting in 12% with two or less years of work experience, and 9% with more than two years.

4.1.1 Values, Attitudes and Goals

A deeper understanding of the values, attitudes and goals of Gen Z was investigated by asking the respondents about the importance of 15 pre-listed values, attitudes and goals. Figure 1 shows the 10 most significant values chosen. Good friends and close relationships proved to be of highest importance to the generation, with 79% regarding these as very important and 17% as important. Similar results were obtained about the relationships to their parents, with 71% indicating 'very important' and 22% 'important'. Love partnerships were shown as 'very important' or 'important' by 88%, as well as having family and children (75%). Apart from these social relationships, about 90% of the respondent's indicated independence and self-determination (91%) or having fun and experiencing adventures (89%) as of major importance ('important' and 'very important'). Lastly, the values attributed to security and long-term planning (79%), material and financial prosperity (78%) as well as structure in everyday life (73%) were notably 'very important' or 'important'.

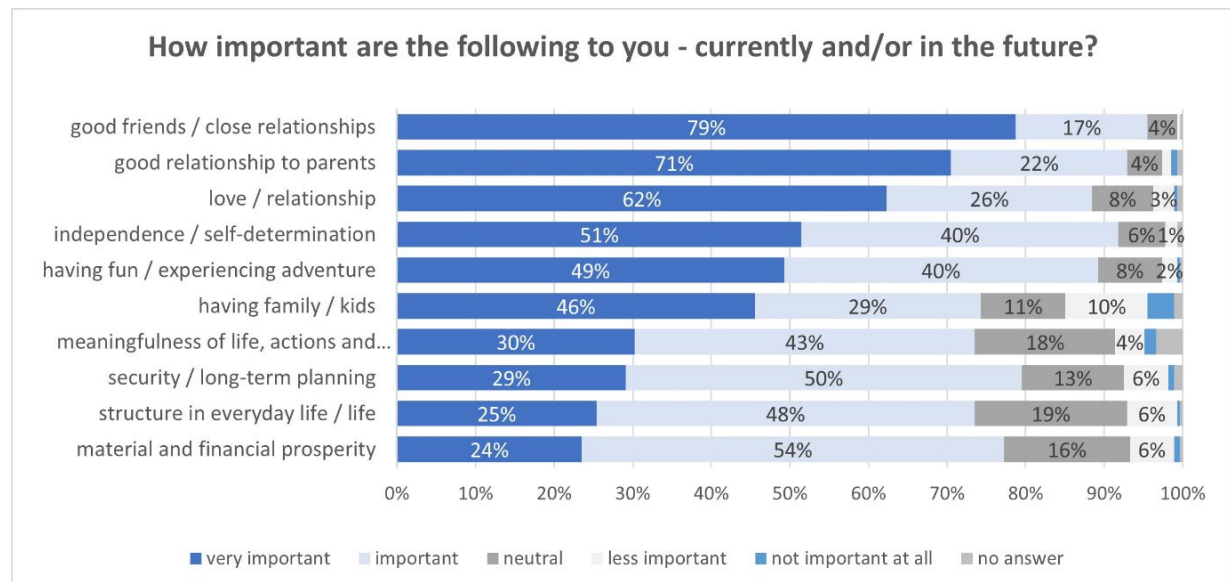


Figure 1: Current and/or future importance of values, attitudes and goals

4.1.2 The COVID-19 Pandemic

The next section aimed at obtaining Gen Z's perspective on the pandemic's impact on their personal self (Figure 2, referring to March 2020 - March 2021). Overall, only 6% indicated feeling unchanged whereas two thirds (76%) felt different from before the pandemic. More than half agreed they had felt socially isolated (65%), sad or depressed (66%) and anxious or worried (52%). Furthermore, by indicating 'not applicable' or 'not applicable at all', a large proportion had not felt carefree (63%) or relaxed (52%) or inspired (63%). Instead, feelings of stress (63%) and boredom (59%) during the past pandemic months were indicated as (extremely) notable.

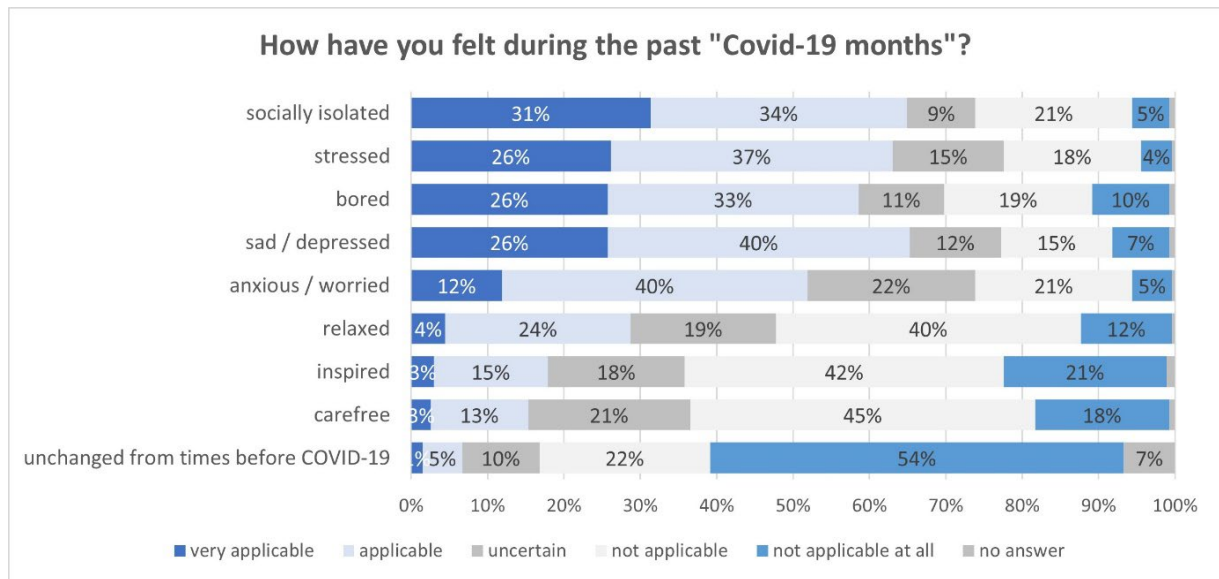


Figure 2: Feelings during the past 'COVID-19 months'

The same list as in Figure 1 was repeated to obtain an idea of what might have changed for Gen Z due to the pandemic (Figure 3). Two aspects stand out as particularly significant. Firstly, 66% valued 'having fun and experiencing adventures' as more important ('much more' and 'more') and 61% stated 'good friends and close relationships' have gained in importance. However, further aspects were rather contradictory. Half of the respondents agreed with 'structure in everyday life' having become (much) more important (45%), while half of them (49%) indicated it remained unchanged. Also, opinions regarding 'security and long-term planning' were rather inconsistent, with 41% indicating it has become (much) more important, whereas 53% stated that it has not changed. On the contrary, the importance of 'material and financial prosperity' (56%), or 'having family and children' (77%) remained unchanged for most respondents compared to pre-pandemic times.

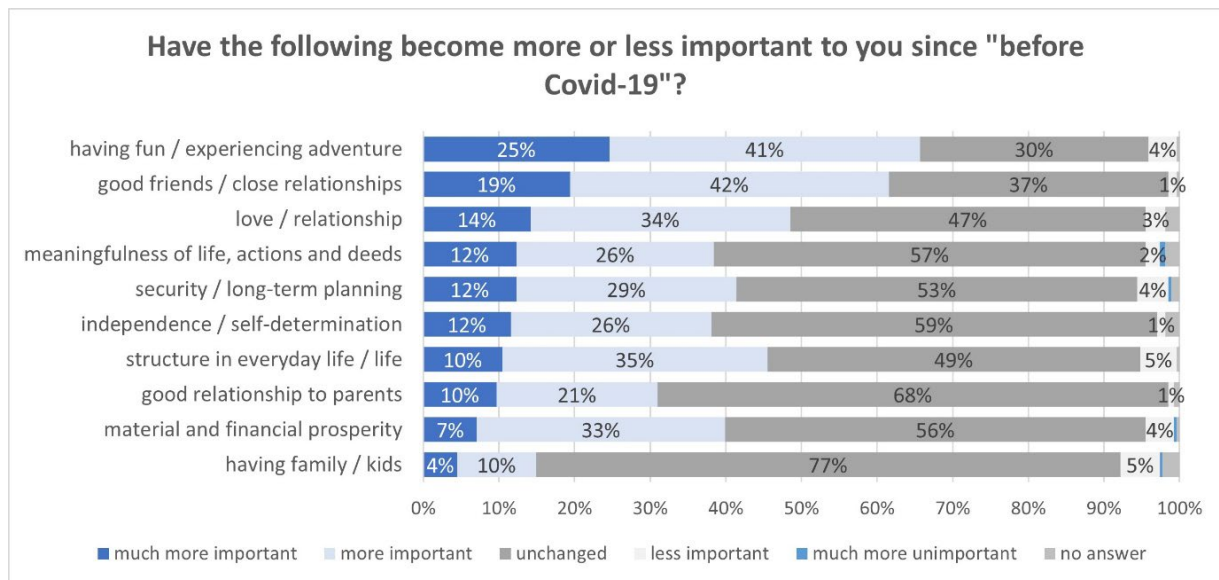


Figure 3: Pandemic vs pre-pandemic importance of values, attitudes, and goals

The last question related to the pandemic, assessed the development of specified factors due to the pandemic's impact (Figure 4). The most frequently selected answer was 'unchanged', except for 'social cohesion'. The highest frequency for 'unchanged' (63%) was the development of financial and material well-being. However, especially for work-related aspects a worsening of the situation was stated by a large proportion of the respondents. 47% indicated the realisation of life goals was unchanged while 43% of the respondents perceived a worsening due to the pandemic. Similarly, 44% regarded the situation on the labour market to have worsened. Moreover, 35% indicated job security and career opportunities (30%) have declined through the impact of COVID-19. Another quarter saw reduced chances to work in their dream job. On the contrary, 34% perceived

work-life-balance to be better than in pre-pandemic times, which, however, was countered by 49% of the respondents indicating no change. As stated, social cohesion and care for each other was the exception in this overall assessment. At 36%, the most frequent response was that social cohesion developed for the better, while 32% perceived it as unchanged.

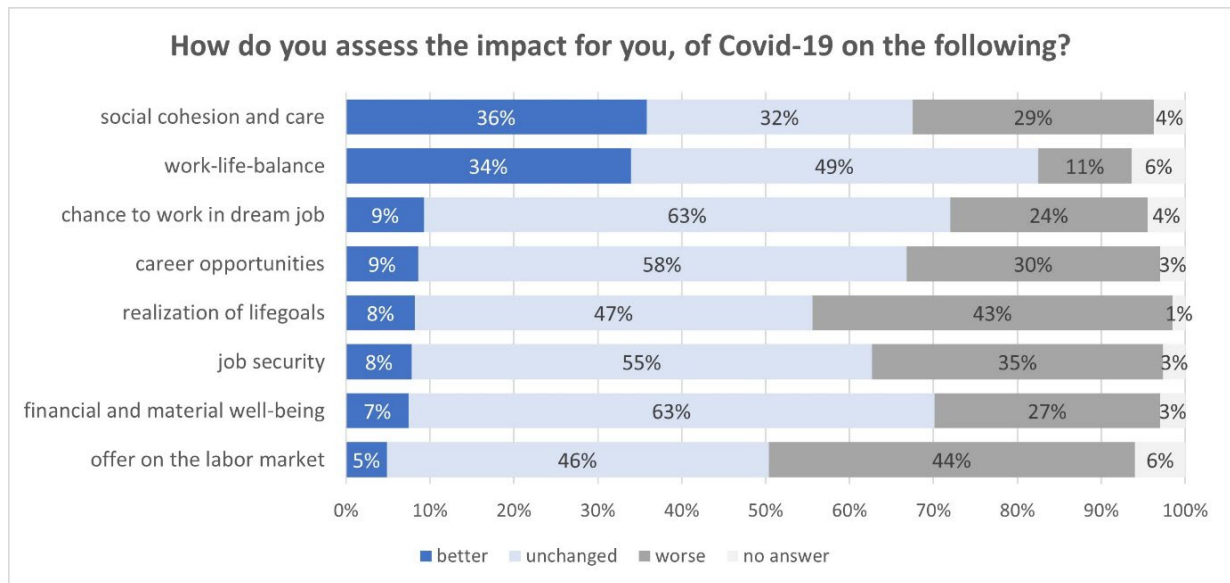


Figure 4: Assessment of changes due to COVID-19

4.1.3 Professional Life

Approximately one quarter (26%) of the respondents, indicated employment with a large company or group as their preferred type of employment, while 24% were still undecided about which employment relationship corresponds with their long-term ideal. In addition, 23% indicated that self-employment or working freelance would be their desired working situation. 15% indicated a position as civil-servant or employment in public services to be of interest (Figure 5).

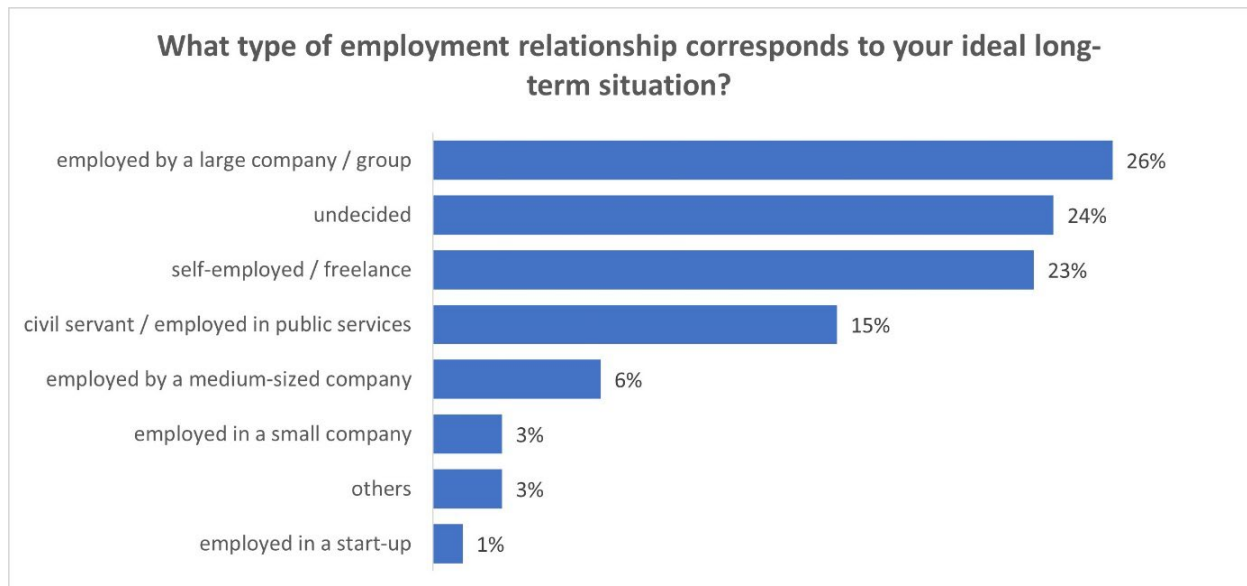


Figure 5: Long-term preferred employment relationships

Furthermore, respondents were asked to select potential industries by attractiveness. The insurance industry with 29%, was selected most frequently, followed by medicine (27%), banking and finance (24%) and information technologies (23%).

In order to gain general insights into the generation’s attitude towards the professional world, the importance of work-related aspects was ranked. Here, 99% stated job satisfaction as very important or important, followed by another 98% for whom fun at work was (very) important. 96% indicated a sustainable profession as (very) important. Moreover, a safe workplace, recognition and a collegial environment were selected by 93% of the respondents. 80% answered similarly in terms of career and advancement opportunities as well as long-lasting employment relationships.

Finally, respondents were asked about the most critical factors in choosing an employer. Most respondents (79%) found good earning opportunities relevant. 78% stated a guaranteed industry or employer future and 71% selected continuing education and training opportunities. After these salient attractiveness factors, 38% indicated sustainability and environmental awareness to be important for employer selection.

4.1.4 The Insurance Industry

Finally, respondents were asked to assess the insurance industry as a potential employer. While 35% indicated they had already thought about working in the insurance industry, 60% clearly stated they had not. 4% were unsure about this question. 42% perceived insurance as conservative and outdated, and 25% regarded the branch to be invisible. Moreover, the insurance industry was connected with disreputable and dishonest (23%), and hierarchical (22%). 24% also thought that the sector will have a promising future. ‘Reputable and renowned’, ‘modern and innovative’ and ‘agile and dynamic’ were indicated by only 13%.

These perceptions were then related to the answers concerning interest in working in insurance. Out of those who had thought about working in the industry, 45% believed that the insurance sector has a promising future, in contrast to only 14% who have not yet thought about it. The differences in perception as ‘modern and innovative’ or ‘agile and dynamic’ were alike: in both cases 20% to 22% of yes-respondents and 7% of no-respondents. Negative associations including ‘conservative and outdated’ or ‘disreputable and dishonest’ were more frequently chosen by respondents who have not yet thought about working in insurance.

The final question asked respondents to indicate the five most appealing reasons for working in this industry (Figure 7, maximum five answers possible). The majority regarded job security (58%) as the most appealing reason to work in insurance. Above-average salaries plus social and special benefits (44%), the compatibility of family and career (43%), high employee satisfaction (41%), continuous education and training (40%) and long-term employment relationships (36%) were among the most selected reasons. The following figure shows the 9 items selected most frequently.

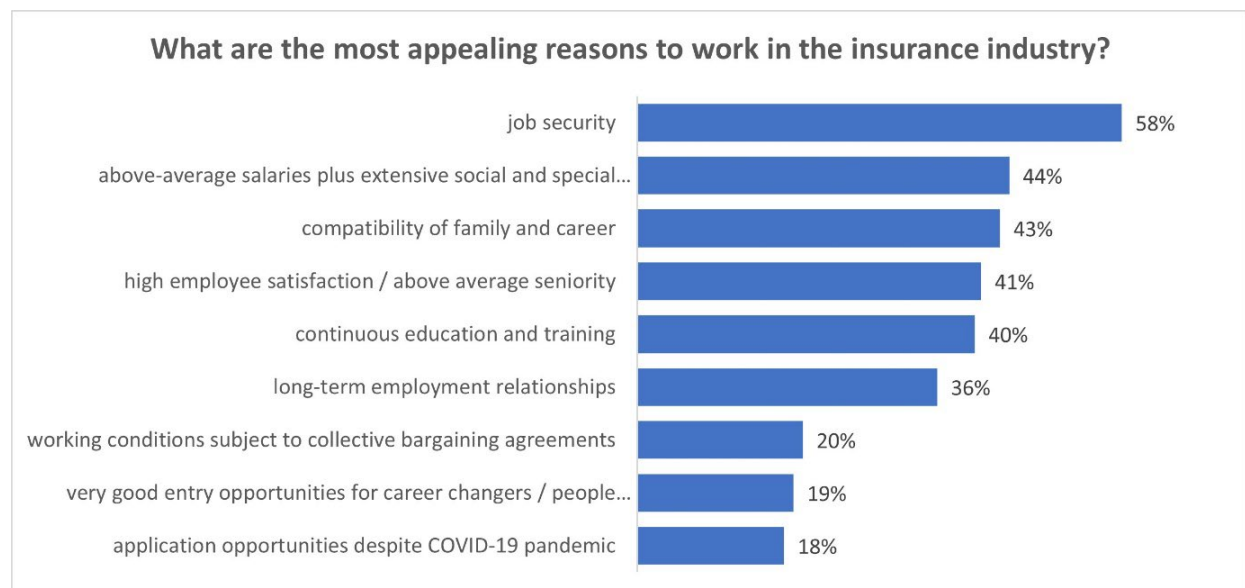


Figure 7: Most appealing reasons to work in the insurance industry

46% of those who thought about working in the insurance industry and 62% who were unsure indicated long-term employment relationships as an attractiveness factor. In contrast only 28% of those who have not yet

thought about it, did so. 54% of yes-respondents and those unsure indicated high salaries as decisive, compared to only 38% of the no-respondents.

4.2 Expert Perspectives

4.2.1 *Gen Z and Covid-19*

According to the experts, the extensive media coverage of globalisation, terror and crises is leading to a strong need among Gen Z for structure and security, with family and friends playing an important role, as well as the pursuit of freedom, individualism and health. Interviewees agreed that the pandemic will have a particular impact on Gen Z as they are at a crucial point in their lives. Experts believe that the generation's values will strengthen as they seek even more security and structure in both their personal and professional lives. As humankind is intrinsically social, the majority of interviewees expected an increase in the importance of close relationships, especially with family, for Gen Z. However, since the majority of Gen Z are in a phase of life where relationships often have to be built from scratch, one expert foresaw great difficulties. The impact of having limited social interactions and missing out on experiences that are typically gained at this stage of life may be often underestimated. Two experts warned that not only would an individual's personality development be severely impacted, but also their mental health. However, not only students will feel the effects of the pandemic, but also schoolchildren. Children who lacked appropriate equipment or support for homeschooling may experience considerable disadvantages, whilst others may in fact become stronger.

4.2.2 *Gen Z in the Workforce*

Gen Z's increased need for structure and security was also noted in a move toward employers who represent this security. A general interest in long-term and stable employment relationships and thus rather larger companies was mentioned, including conventional industries such as banking, insurance and the public sector, which may not have previously been of interest. Experts emphasised the need for security, especially with regard to jobs with guaranteed employment after apprenticeships or professional degrees. Insurance companies can offer security and win over Gen Z in particular by guaranteeing permanent employment after successful completion. Correspondingly, Gen Z demands a clear definition of their daily routine.

According to the experts, Gen Z's focus tends to be on their private lives and work is subordinate. Two experts emphasised a strict separation of private and work life. One expert believed that the generation lives according to the principle of "duty by the book," in which, for example, overtime must be announced in advance. Gen Z chooses a job not just for the money, but because it serves a purpose and adds value. Criteria also include team spirit, task variety, and continuing education. Overall, the respondents noted that young professionals have high expectations of employers. In general, loyalty to the employer had decreased. Contracts are terminated much more easily, if working conditions change or do not lead to the desired results. Therefore, the experts hoped that the increasing rivalry and uncertainty on the labour market could also be an opportunity to reinvigorate employee loyalty, as voluntarily changing jobs is perceived as risky for Gen Z.

4.2.3 *The Insurance Industry as an Employer*

One important factor mentioned by all respondents was the image of the insurance industry as 'conservative and outdated'. All experts agreed that this image is not easy to change and represents a major challenge for the industry. If this could be overcome, the many opportunities for young professionals would be clearer. The pandemic has helped reinforce the perception of the industry as safe and crisis-proof, one expert explained. This allows the industry to position itself as an attractive employer that not only attracts young talent, but also makes them want to stay.

Usually, the advantages of insurers as employers only become apparent when someone comes into contact with insurance by chance or through a family member who works in the industry. Among the advantages cited by experts are: strength and stability, excellent collective bargaining agreements, good compensation terms and training programmes, and parental leave options for both men and women. Finally, the many initiatives focused on promoting women in leadership positions, diversity and sustainability were highlighted, as they serve many of the issues relevant to Generation Z. The experts confirmed that insurers have begun to reposition their employer brands aware that in an industry with an intangible product, human capital is the real resource. While other industries already advertise very visibly in the job market, the insurance industry has long neglected to position itself as an attractive employer. As a result of the pandemic, one expert said, the industry may be reaching out to so-called 'Plan B applicants' who may be shaken by the economy and therefore seeking a new

direction. One expert confirmed this perception, reporting on member companies that were attracting young talent that might have chosen a different industry under normal circumstances.

5. Discussion and Recommendations

The quantitative survey data was analysed with Microsoft Excel. Results were consolidated by the qualitative interview data. The primary data supported the expectation that the Covid pandemic has significantly impacted Gen Z.

Literature prior to the pandemic identified very high levels of stress among Generation Z, and research at the onset of the pandemic showed that mental health, well-being, and resilience were severely impacted. This was confirmed by the survey. More than two-thirds of respondents reported feeling socially isolated, sad or depressed, and anxious or worried. Comparing the main statements of the generation and the experts, it is clear that from the external perspective, far greater effects are noted and expected than Gen Z itself may be aware of.

Insecurities felt during COVID-19 additionally strengthened the generation's need and demand for security and structure. The literature has previously pointed to Gen Z's strong desire for stability and structure, fostered by parental protection from perceived insecurity. The fact that a large proportion of respondents rated security and long-term planning, as well as structure, as very important in their daily lives and placed a higher importance on these aspects as a result of Covid-19 confirms the impact of the pandemic on Generation Z's values. The importance of a secure job, a future-proof profession and interest in long-term employment and working for large companies also confirms Gen Z's increased need for security and structure. These findings were also confirmed by the experts. They agreed that the uncertainties that prevail increase Generation Z's need for structure and security.

The data supported the claim that due to the impact of the pandemic; insurance companies can increase their attractiveness among Gen Z. In the survey, Gen Z associated the insurance industry primarily with job security. The experts also emphasized that the insurance industry was one of the few industries that had weathered the pandemic comparatively well. As a result, the perception of the industry as safe and resistant to crises has improved, providing the job security sought by this age group. Other factors cited by Generation Z as crucial to their choice of employer were also cited by the experts as reasons to work in the insurance industry, such as attractive compensation, support for work-life balance and opportunities for further training.

However, only a small group of Gen Z is interested in the insurance industry. Only one-third of respondents have ever considered working in it. It is all the more surprising, that the insurance industry was ticked most frequently among potential employment sectors by Gen Z, but still only 29%. While insurance companies could position themselves as an attractive employer for post-pandemic Gen Z, they are not perceived as such, at least not now. Overcoming the image problem remains a key challenge for insurers to be perceived as an attractive employer.

The study indicates that in order to successfully position themselves as attractive employers for Gen Z the insurance industry should pursue a two-fold approach.

1. Increase the perceived attractiveness of the industry: Gen Z is seemingly not aware of how well the insurance industry can meet their needs - the image as 'conservative and outdated' is too dominant. The advantages of the industry should be more clearly communicated in order to attract talent. This also includes addressing Gen Z at an early stage in schools or universities.
2. Emphasise employer attractiveness in employer branding: The Employer Value Proposition (EVP) answers the question "Why should I work for this company?" Here, companies in the insurance industry should make it clear what they can offer Generation Z. This includes the purpose, but also the work-life balance, incentive systems and development opportunities. Even during apprenticeships or professional degrees, it can be shown what development opportunities are available in the company and how Generation Z's need for security and long-term planning can be met.

6. Conclusion

An inevitability of generational research limits this research, in that it is based on averages and cannot reflect the characteristics, preferences and attitudes of each member, especially since the generations cannot be sharply separated from one another. Additionally, most of the survey participants were still in the educational

system so that their touch points with the work environment are currently few. Their opinion naturally might change once they enter the labour market and cannot be seen as representative for the whole generation. Due to the ongoing COVID-19 situation, new research on the pandemic and its impact is constantly being published, which could not all be included in the paper. Clearly, the significance of the pandemic for Generation Z, which is currently in transition between school and work, can only be established in future years, yet it can already be stated that the pandemic was significant in shaping the attitudes, value, and goals of this generation. The study confirms that the characteristics of the generation are not changing fundamentally, but that the need for structure and security is increasing. Companies offering the right conditions can take advantage of this in effective employer branding tailored to this target group.

References

- AGV Arbeitgeberverband der Versicherungsunternehmen in Deutschland e.V. (2020). *Die Versicherer als Arbeitgeber, der Branchenspezialreport 2020*. https://www.agv-ver.de/fileadmin/doc/broschueren/broschuere_agv_branchensozialreport_2020.pdf
- Bittner, T., & Kiell, G. (2019). *Studie Talents for Insurance 2019 – Employer Brand und Arbeitgeberattraktivität deutscher Versicherungsunternehmen*. Organomics GmbH, Cologne.
- Böhlich, S. (2017). Generation YZ, in: Laske, Stephan (Eds.); Orthey, Astrid (Eds.), Schmid, Michael R. (Eds.), *Handbuch Personal Entwickeln*, Deutscher Wirtschaftsdienst
- Cascio, J. (2020). Facing the Ages of Chaos. *Jamais Cascio*, April 29, 2020. <https://medium.com/@cascio/facing-the-age-of-chaos-b00687b1f51d>
- Ciesielski, M.A., & Schutz, T. (2021). *Corona = VUCA hoch x = #VUCArona!*. In: *Digitale Führung (nicht nur) in Krisenzeiten essentials*. Springer Gabler, Wiesbaden.
- Deloitte (2020). *The Deloitte Global Millennial Survey 2020*. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/deloitte-2020-millennial-survey.pdf>
- Dohmen, D (2021) Der Übergang Schule – Ausbildung: Das Nadelöhr wird enger in: Dohmen, D., Hurrelmann, K (2021) *Generation Corona? Wie Jugendliche durch die Pandemie benachteiligt werden*. Beltz Juventa, Basel.
- Ernst & Young (2018). *EY Studentenstudie 2018: In welche Branchen zieht es Studenten in Deutschland?, Juli 2018* https://www.hannover.ihk.de/fileadmin/data/Dokumente/Themen/Aus-_und_Weiterbildung/Ausbildung/180828_ey-studentenstudie-2018.pdf
- GDV Gesamtverband der Deutschen Versicherungswirtschaft e.V. (2003-2021). *Versicherungskarriere steht bei jungen Menschen hoch im Kurs*. YouGov-Umfrage im Auftrag der GDV-Nachwuchsinitiative Werde #Insurancer, 2021. <https://www.gdv.de/de/medien/aktuell/umfrage-versicherungskarriere-ausbildung-berufseinsteiger-66246>
- Jayathilake, HD; Daud, D; Eaw, HC; Annuar, N (2020) Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: a conceptual framework. In: *An International Journal* Vol. 28 No. 7, 2021, pp. 2343-2364
- Klaffke, M. (2014). *Erfolgsfaktor Generationen-Management – Handlungsansätze für das Personalmanagement* in Klaffke, M. (Ed.). (2014). *Generationen-Management: Konzepte, Instrumente, Good-Practice-Ansätze* Springer Gabler, Wiesbaden
- McCrinkle, M., & Fell, A. (2019). *Understanding Generation Z: Recruiting, Training and Leading the Next Generation*. McCrinkle Research Pty Ltd. https://generationz.com.au/wp-content/uploads/2019/12/Understanding_Generation_Z_report_McCrinkle.pdf
- McCrinkle, M., & Fell, A. (2020). *Understanding the Impact of COVID-19 on the Emerging Generations*. McCrinkle Research Pty Ltd. <https://mccrinkle.com.au/insights/blog/leading-the-emerging-generations-through-a-crisis/>
- McDonald's Deutschland LLC (2019). *Die McDonald's Ausbildungsstudie 2019: Kinder der Einheit – Same Same but (Still) Different*. https://karriere.mcdonalds.de/docroot/jobboerse-mcd-career-blossom/assets/documents/McD_Ausbildungsstudie_2019.pdf
- Mylius, C. (2018). *War for Talent – Hat die Assekuranz eine Chance? Versicherungsmonitor*, March 14, 2018. <https://versicherungsmonitor.de/2018/03/14/war-for-talent-hat-die-assekuranz-eine-chance/>
- Onaran, Tijen (2020). *Nur wer sichtbar ist, findet auch statt*. Munich, Germany: Wilhelm Goldmann Verlag.
- Prund, C. (2021). Why Generation Z Is Redefining the HRM Processes. In: *Studies in Business & Economics*, 16(3), 190–199.
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research Methods for Business Students* (7th ed.). Pearson, London
- Scholz, C. (2014). *Generation Z: Wie sie tickt, was sie verändert und warum sie uns alle ansteckt*. Wiley-VCH, Weinheim
- Scholz, C. (2018). *Generation Z: Change, Agilität, Dynamik – ja, aber anders*. https://die-generation-z.de/wp-content/uploads/2018/03/changement_Generation-Z
- Statista (2020). *Generation Z in Deutschland* Article Number did-62665-1. <https://de-statista-com.pxz.iubh.de:8443/statistik/studie/id/62665/dokument/generation-z/>
- ugm consulting (2020). *COVID-19: How the Virus Illuminates our VUCA World*. <https://ugmconsulting.com/covid-19-how-the-virus-illuminates-our-vuca-world/>
- Weitzel, T., Maier, C., Weinert, C., Pflünger, K., Oelhorn, C., & Wirth, J. (2020). *Generation Z – die Arbeitnehmer von morgen*. *Monster Worldwide Deutschland GmbH*. https://media.newjobs.com/id/hiring/419/page/Recruiting_Trends_2020/Studien_2020_Generation-Z.pdf

Wenig, M. (2019). *Nürnberg will Image der Versicherer als Arbeitgeber entstauben*. Versicherungsbote, October 15, 2019.
[https://www.versicherungsbote.de/id/4885616 /Nuernberger-will-Image-als-Arbeitgeber-entstauben/](https://www.versicherungsbote.de/id/4885616/Nuernberger-will-Image-als-Arbeitgeber-entstauben/)